

BTM

Bringing
Technology
to Market

MISSION STATEMENT

The BTM Center was established to foster interaction between business science and management practice. It profits from a strong community of business experts committed to the success of industrial companies in global markets and delivers cutting-edge knowledge on issues concerning current and future business developments.

Olaf Ploetner

Director, BTM Center

The BTM Center

A major industry platform

The BTM Center focuses on the business challenges facing industrial companies in global markets and develops the strategies that will help them gain a competitive advantage. It is a major industry platform where business expertise and field-based research connect to produce the results that shape B2B best-practices and create an enduring impact. The BTM Center profits from an exclusive network of managerial and academic experts who regularly meet in a confidential environment to discuss the most pressing issues of industrial companies, evaluate trends and changes that may disrupt their businesses, and assess counteractions to either avoid or absorb potential losses.

The BTM Center

- » focuses on the strategies of industrial champions in global markets
- » generates and disseminates solid, practice-relevant know-how based on research and collaboration with senior executives from leading industrial companies
- » develops pertinent research publications and case studies
- » transfers knowledge through executive education and consulting

The BTM Center

Tackling the issues that matter most

Industrial champions competing in global B2B markets stand out. They create enormous value and more often than not represent a vital element of a national economy. However, managing and selling complex machinery and services require extensive efforts, particularly when organizations must deal with industry disruptions, as has been the case in recent years. These developments compound the issues that companies must manage in order to sustain both their competitive advantages and the growth process – a task that is anything but trivial.

Highlighting current key subjects of the BTM Center

- » Bringing digital offerings to industrial markets
- » Revising sales roles when introducing complex service solutions
- » Building corporate structures in times of deglobalization
- » Succeeding in low-price market segments
- » Establishing premium brands in B2B markets
- » Avoiding traps in performance-based pricing
- » Assessing the future success of today's customers

PARTNERING WITH THE BTM CENTER

In accordance with our mission of fostering interaction between business science and management practice, we collaborate with three groups of partners:

Core partners are senior executives involved in all of the Center's focus areas. The companies they represent include TRUMPF SE + Co. KG, Carl Zeiss AG, HÜBNER GmbH & Co. KG, K-Businesscom AG (formerly Kapsch), Oerlikon Textile GmbH & Co. KG, and WILO SE.

Platform partners are senior executives taking part in selected Center activities. The companies they represent include Claas KGaA mbH, EOS GmbH, FLSmidth & Co. A/S, Körber AG, Koninklijke Philips N.V., Shanghai Zhenhua Heavy Industries Company Limited (ZPMC), Tata Motors Limited, and TK Elevator GmbH.

Academic partners are major business schools and institutes of international renown. They include the C.T. Bauer College of Business, University of Houston; China Business Executives Academy – Dalian; the Darden School of Business; École Supérieure de Commerce, Paris (ESCP); Marketing Department, Freie Universität Berlin; Forschungsgruppe Marketing & Sales, the Karlsruhe Institute of Technology; and the Department of Marketing, Louisiana State University.

THE BTM PROGRAM THE CORE OF THE CENTER'S EXECUTIVE EDUCATION

Global markets are turbulent and their competitive landscapes are volatile. New customer segments, low-cost competitors, new technologies, and innovative business models require that suppliers adjust their market approaches to changing conditions.

Accordingly, managers responsible for a product and/or region have to know how to tailor services and product offerings to profit from new developments. They have to generate competitive market strategies, establish the means for their implementation, and motivate their teams to excel in a changing environment.

Our executive education program Bringing Technology to Market has been designed to provide managers in technology-driven B2B markets with the knowledge and concepts they need to devise growth plans and mitigate risk. All three program modules consist of an international group of participants and are run in three major business regions: the United States, China, and Europe.

Who should attend?

Senior managers who are in leading positions in technology-driven, globally active B2B companies and responsible for generating business.

Tuition fee
€12,400

“Several years ago, BTM provided me with insights and concepts that have been highly valuable for improving my business and very beneficial for the development of my career. Today, Siemens India delegates top sales executives and general managers to this program each year so that they, too, may profit from this exceptional experience.”

Sunil Matur
CEO, Siemens India

1	2	3
Module 1 Market Developments and Competitive Advantages	Module 2 Organizational Structures and Leadership	Module 3 Cultural and Political Frameworks
ESMT BERLIN	DARDEN SCHOOL OF BUSINESS	CHEUNG KONG GRADUATE SCHOOL OF BUSINESS*
<p>Day 1</p> <ul style="list-style-type: none"> Understanding market-oriented management in a global business environment <p>Day 2</p> <ul style="list-style-type: none"> Strategic options for fighting low-cost competition Project work: Industry analysis <p>Day 3</p> <ul style="list-style-type: none"> Shifting focus from product to complex service solutions Introducing business models 4.0 <p>Day 4</p> <ul style="list-style-type: none"> Partner management and innovative pricing strategies 	<p>Day 5</p> <ul style="list-style-type: none"> Organizing multi-channel sales and key account management <p>Day 6</p> <ul style="list-style-type: none"> Predictive sales analytics and AI in sales Project work: Strategic concept <p>Day 7</p> <ul style="list-style-type: none"> Optimizing decision-making in sales and marketing processes <p>Day 8</p> <ul style="list-style-type: none"> Achieving market excellence through sustainable leadership 	<p>Day 9</p> <ul style="list-style-type: none"> Linking business strategy with corporate strategy <p>Day 10</p> <ul style="list-style-type: none"> Balancing localization and globalization Leveraging the potential of new technologies <p>Day 11</p> <ul style="list-style-type: none"> Coping with cultural differences in business Project work: Challenges to overcome <p>Day 12</p> <ul style="list-style-type: none"> The ethical dimensions of business
* or alternative venue in case of travel restrictions		



“We had a workshop with Olaf Ploetner in which he and our management team discussed our future strategy. We received valuable input to initiate changes in our portfolio and how to better gain the commitment of key stakeholders for the necessary business transformation.”

Tobias Bauer
Senior Vice President,
SVP Rail Infrastructure North
America

“The strategy workshop with the BTM Center not only led to innovative business ideas, but also strengthened the team’s cohesion and the motivation of all participants.”

Matthias Gronstedt
Managing Director,
HHLA Sky

“I regularly exchange ideas with the management of the BTM Center. Each time I gain new perspectives and insights for the further development of our business strategy.”

Cass Lundgren
COO, National Dentex
Corporation

BTM IN-HOUSE WORKSHOPS FOCUSING ON THE MOST PRESSING BUSINESS IMPERATIVES

The BTM Center’s workshops are interactive processes. In close cooperation with our clients, we analyze the pertinent issues and objectives that need to be dealt with and raise productive questions. We then use the collected data to design frameworks as well as strategies that lead to solutions which are directly tied to the goals to be achieved and the continuity of profitable actions.

A selection of past workshop topics

- » Strategic alignment
- » Adjustment of product portfolio
- » Generating innovative business ideas
- » Selling complex service solutions
- » Changing the roles of sales managers
- » Models of performance-based pricing
- » Transformation through culture change

BTM consulting Expertise to support business success

In the BTM Center, consulting stands for both business expertise and transparency. Accordingly, we clarify in advance what is expected of those involved and openly discuss each step and objective of the consulting process. The same applies to the solutions we develop and recommend for the problems our clients are facing.

TWO EXAMPLES OF

BRINGING DIGITAL SERVICES TO INDUSTRIAL MARKETS

Starting position ●

The customer company is a traditional supplier of industrial products. In recent years they have expanded their range of products and services with digital offerings.

Challenge ●

Initial results in marketing the digital offerings did not meet management expectations.

Project target ●

Top-level management wanted to better understand both market resistance and internal challenges when selling digital offerings.

Project approach ●

The BTM Center conducted and evaluated in-depth interviews with both staff from several functional areas and customer representatives. In order to verify the results and identify further cause-and-effect relationships, the Center's research team additionally analyzed the company's CRM data.

Project result ●

Based on the findings of this study, the customer company was able to introduce targeted measures to overcome the challenges and improve the marketing success of their digital offerings.

BTM CONSULTING

ASSESSING THE FUTURE SUCCESS OF TODAY'S CLIENTS

Starting position ●

The customer company is a traditional supplier of industrial products. In recent years they have shifted their portfolio and business model toward complex solutions.

Challenge ●

The solutions business requires both more time to prepare proposals and closer collaboration with clients. As a result, the customer company has to deploy their sales resources even more efficiently than before.

Project target ●

When offering complex solutions, the top-level management of the customer company requested that the clients who make collaboration mutually worthwhile be identified earlier and more reliably.

Project approach ●

In a workshop with the BTM Center, the customer company developed hypotheses on early indicators that point to the success of subsequent collaboration with their clients. The Center's research team applied machine learning methods to either confirm or reject these hypotheses.

Project result ●

The customer company obtained indicators that their sales force can use to assess the success of potential collaboration before making an offer to their clients.

BTM PUBLICATIONS RESEARCH THAT GENERATES INSIGHT AND VALUE

Based on its research, the BTM Center serves as an intellectual hub, and its experts are available to the Center's partners for the duration of their contracts. Upon request, the Center's research output of specific projects can be made confidential. All non-confidential results are published regularly in academic and managerial journals, presented at conferences, and turned into case studies. Without exception, our research supports the growth of industrial companies in global markets, helping them to bring their ideas to fruition and stay abreast of industry innovations.

Have a look at our most recent publications and ongoing research.

Articles in academic journals (selection)

Johannes Habel, Viktor Jarotschkin, Bianca Schmitz, Andreas Eggert, and Olaf Ploetner (2020). Industrial buying during the coronavirus pandemic: A cross-cultural study. *Industrial Marketing Management*.

Viktor Jarotschkin, Bianca Schmitz, Andreas Eggert, Olaf Ploetner, and Johannes Habel (2022). Bringing digital innovations to industrial markets: A research agenda on manufacturers' emerging focus on software systems. Accepted for publication, *Journal of Business & Industrial Marketing*.

Claire Cardy, Nawar Chaker, Johannes Habel, Martin Klarmann, and Olaf Ploetner (In revision). Customer-salesperson price negotiations during unexpected demand contractions. *Journal of Service Research*.

Julian Schmalstieg, Bianca Schmitz, Andreas Eggert, Olaf Ploetner, and Johannes Habel (In preparation). Selling complex innovations and the salesperson's fear of losing face.

Viktor Jarotschkin, Johannes Habel, Andreas Eggert, and Olaf Ploetner (In preparation). The effect of industrial software sales on customer relationships.

Presentations at academic conferences (selection)

Claire Cardy, Johannes Habel, Olaf Ploetner, and Nawar Chaker (2021). Customer-salesperson negotiations in times of crisis. *AMA Summer Academic Conference*, American Marketing Association. Winner of a Best Paper Award.

Julian Schmalstieg, Bianca Schmitz, Andreas Eggert, Olaf Ploetner, and Johannes Habel (2021). The human side of selling digital innovations: Understanding the role of salespeople's fear of losing face. *AMA Winter Academic Conference*, American Marketing Association.

Viktor Jarotschkin, Bianca Schmitz, Andreas Eggert, Olaf Ploetner, and Johannes Habel (2021). Bringing digital innovations to industrial markets: A research agenda on manufacturers' emerging focus on software systems. *AMA Winter Academic Conference*, American Marketing Association.

Viktor Jarotschkin, Johannes Habel, Andreas Eggert, Olaf Ploetner, and Bianca Schmitz (2022). The impact of software innovation purchases on relationships with industrial customers. *AMA Summer Academic Conference*, American Marketing Association.

Vamsi Kanuri, Johannes Habel, Nawar Chaker, Deva Rangarajan, and Paolo Guenzi (2022). Using salespeople to transition B2B customers to online channels: Theory and field evidence. *AMA Winter Academic Conference*, American Marketing Association.

Managerial articles (selection)

Bianca Schmitz, Olaf Ploetner, Viktor Jarotschkin, and Johannes Habel (2020). The current frontier in industrial manufacturing: Bringing software systems to market. *The European Business Review*.

Olaf Ploetner, Bianca Schmitz, Johannes Habel, and Claire Cardy (2022). Four questions corporate executives must answer before deglobalization. *Forbes*, <https://www.forbes.com/sites/esmtberlin/2022/05/02/four-questions-corporate-executives-must-answer-before-deglobalization/?sh=7d5d7466233f>.

Case studies (selection)

Olaf Ploetner, Bianca Schmitz, and Johannes Habel (2020). *The future of Basler AG*. ESMT Case Study No. ESMT-319-0185-1 ES1851.

Christoph Burger and Johannes Habel (2020). *ZachSoft: Improving decision-making through sales analytics*.

Claire Cardy, Bianca Schmitz, Olaf Ploetner, and Johannes Habel (2022). *WILO SE: Corporate structures in times of deglobalization*. ESMT Case Study No. ESMT-321-0192-1 ES1931.

Books

Olaf Ploetner (2007). *Bringing technology to market*. Weinheim: Wiley-VCH.

Olaf Ploetner (2011). *Counter strategies in global markets*. London: Palgrave Macmillan.

Olaf Ploetner (2012). *Counter Strategies im globalen Wettbewerb*. Heidelberg: Springer Verlag. (The Chinese edition was published by SDX Shanghai.)

Olaf Ploetner, Johannes Habel, and Bianca Schmitz (2023). *Solid growth, competitive strategies of industrial champions in global markets*. Singapore: World Scientific Publishing.

THE BTM CENTER MANAGEMENT TEAM A GROUP OF EXPERTS



Prof. Dr. Olaf Ploetner

is the director of the BTM Center and a professor at ESMT Berlin. His research and teaching focus is on strategic management in global B2B markets. His work is reflected in his book *Counter Strategies in Global Markets*, with published editions from Palgrave Macmillan, Springer, and SDX Shanghai. He is the co-author of *Solid Growth, Competitive Strategies of Industrial Champions in Global Markets*, World Scientific Publishing. His research has been portrayed in journals such as *Industrial Marketing Management*, the *Journal of Business and Industrial Marketing*, as well as in leading international media such as CNN, the *Wall Street Journal Europe*, the *Times of India*, *Frankfurter Allgemeine Zeitung*, *China Daily Europe*, *People's Daily (China)*, *Forbes*, and the *Financial Times*.



Prof. Dr. Johannes Habel

is an associate professor of marketing at the C.T. Bauer College of Business, University of Houston. His primary areas of interest are the digital transformation of the sales function and sales psychology. His research has been published in some of the world's most renowned academic marketing journals, such as the *Journal of Marketing*, the *Journal of the Academy of Marketing Science*, and the *International Journal of Research in Marketing*. Beyond academic research, Johannes has published case studies with Harvard Business Publishing and The Case Centre as well as managerial articles with journals such as *Harvard Business Manager* and *European Business Review*. He is the co-author of *Solid Growth, Competitive Strategies of Industrial Champions in Global Markets*, World Scientific Publishing.



Dr. Bianca Schmitz

is a director of knowledge transfer at the BTM Center, director of leadership development programs at ESMT Berlin, as well as one of the founding directors of ESMT's Hidden Champions Institute. Her research has been published in journals such as *Industrial Marketing Management* and the *Journal of Family Business Management*. Beyond academic research, Bianca has published a number of case studies and managerial articles on hidden champions and digital transformation in journals and online editions such as *Forbes*, *European Business Review*, and *The Economist*. She is the co-author of *Solid Growth, Competitive Strategies of Industrial Champions in Global Markets*, World Scientific Publishing.

THE BTM CENTER ADVISORY BOARD AND PARTNER COMPANIES

A GROUP OF DISTINGUISHED BUSINESS REPRESENTATIVES

ADVISORY BOARD

Dr.-Ing. Mathias Kammüller is the BTM Center's chairman of the advisory board as well as CDO and member of the management board of TRUMPF SE + CO. KG.

Dr. Jochen Peter is a member of the BTM Center's advisory board, member of the executive board of the Zeiss Group, as well as head of the Industrial Quality & Research Segment of the Zeiss Group.

PARTNER COMPANIES

Mag. Jochen Borenich, MBA, is member of the executive board, K-Businesscom AG.

Ingolf Cedra is managing director, Hübner Group.

Georg Stausberg is CEO, Oerlikon Polymer Processing Solutions, and CSO, OC Oerlikon Management AG.

Dipl.-Ing. Georg Weber is CTO and member of the board, WILO SE.

THE BTM CENTER BECOMING A CORE PARTNER

The core partners of the BTM Center consist of an exclusive circle of well-known industrial companies, all of which successfully operate in global B2B markets.

In the BTM Center, these companies are each represented by members from their top-level management.

Each core partner pays an annual fee of €23,000 to the BTM Center. With this contribution they primarily support the Center's research on global strategies for industrial companies.

This fee includes:

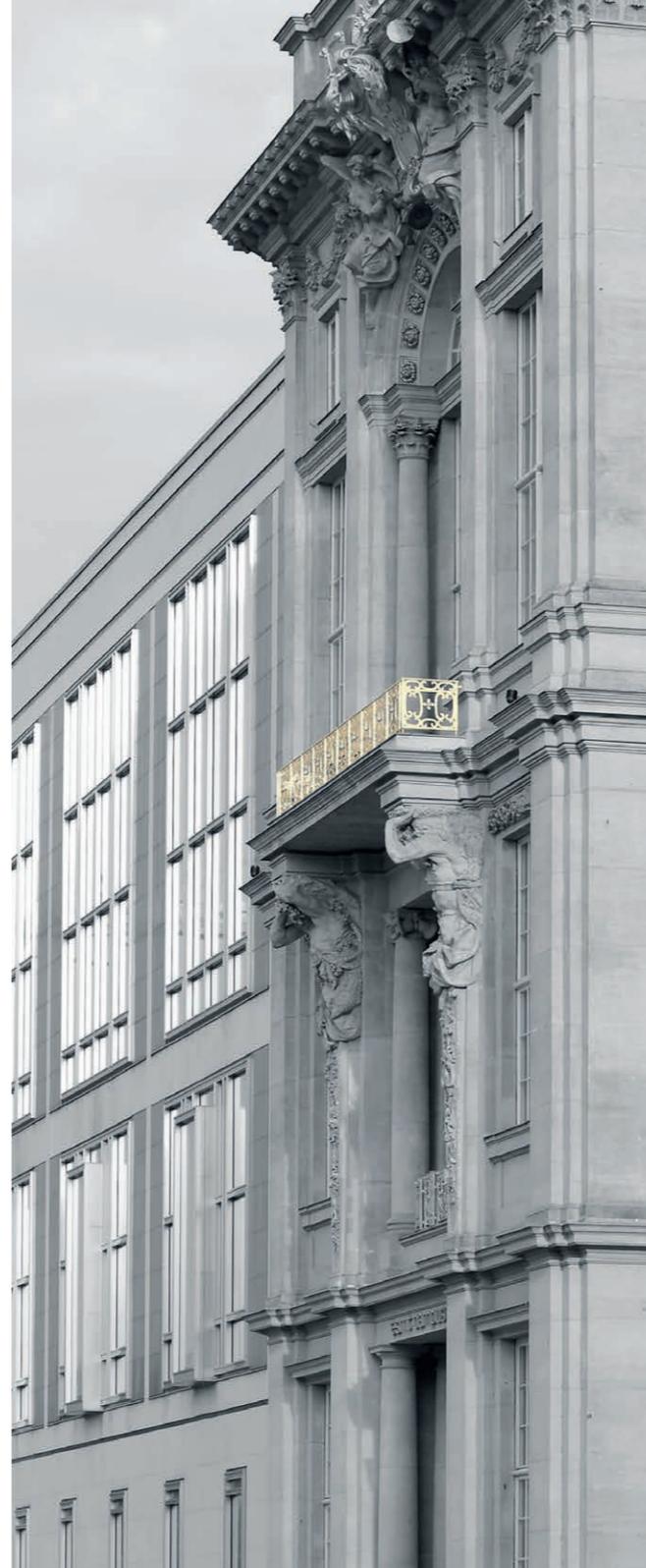
- » annual delegation of one executive to the BTM program free of charge (current program fee €12,400)
- » half a consulting day conducted by a faculty member of the BTM Center
- » participation in the annual partner meeting

In addition, the BTM Center and its practice partners have worked on a number of mutual ventures based on their trustful relationship. These include joint projects with international master's students of high potential as well as the creation of company-specific case studies.



THE BTM CENTER IS PART OF ESMT BERLIN

ESMT Berlin is the highest-ranked business school in Germany and Top 10 in Europe. Founded by 25 leading global companies, ESMT offers master's, MBA, and PhD programs, as well as executive education on its campus in Berlin, in locations around the world, online, and in online blended format. Focusing on leadership, innovation, and analytics, its diverse faculty publishes outstanding research in leading academic journals. Additionally, the international business school provides an interdisciplinary platform for the discourse between politics, business, and academia. ESMT is a non-profit private institution of higher education, accredited by AACSB, AMBA, EQUIS, and FIBAA, and it is committed to diversity, equity, and inclusion across all its activities and communities. ESMT has prioritized three areas: leadership, innovation, and analytics. These pillars underpin the academic and organizational development of the school and guide its programming and research.



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